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5 December 1975

OFFICE OF FINANCE NOTICE NO. 6-76

SUBJECT : Office of Finance Comparative Evaluation System

RECISSION: OF Notice No. 4-75

I. POLICY

It is the policy of the Office of Finance:

- A. That careerists under its jurisdiction for career management be competitively ranked by grade levels, and that the competitive ranking lists be used as the basis for promotions, career counseling and assignments;
- B. That comparative evaluations be conducted and completed at least annually;
- C. That the criteria of the evaluation system be reviewed annually by the Career Board in order to maintain its relevancy to the management needs of the Office of Finance;
- D. That the criteria used for comparative evaluation purposes be published and be readily available to all careerists;
- E. That substandard employees be so notified and be counseled as to how they can improve their comparative standing.

II. OBJECTIVES

The objectives of the Comparative Evaluation System are:

- A. To provide a mechanism by which all MF Careerists will be comparatively evaluated and ranked;
- B. To identify those individuals who merit career advancement either in terms of promotion or assignment;
- C. To provide relevant data to assist Management in identifying MF Careerists for development, assignment, training and counseling.

III. EVALUATION PROCEDURES

- A. MF Careerists have the opportunity to pursue many and varied career paths. For this reason, the Board has requested that the respective panels evaluate the professional careerists in terms of actual

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experience, current performance, and potential for further growth in the career service in the following fields of endeavor:

General Finance - Each panel to develop criteria for evaluating careerists. The criteria will be based on the grade level of careerists being rated.

Budget - Experience gained in budget formulation and execution both in the field and at headquarters.

Audit - The degree of expertise expected of a careerist in this field varies. Each panel to determine the criteria to be used for the evaluation. The criteria will be based on the grade level of careerists being rated.

Systems - Assignments involving systems or procedures analysis and/or development and development of computer applications.

Monetary - Experience acquired as a result of either headquarters or field assignments.

General Support - Experience acquired as a result of overseas/headquarters assignments.

- B. In rating non-professional careerists assigned to the main office, the careerists will be evaluated on the following skills which are self-explanatory:

|            |          |
|------------|----------|
| Payroll    | Audit    |
| Travel     | Monetary |
| Accounting |          |

Careerists in the Secretarial field are evaluated based on the following skills:

|           |        |
|-----------|--------|
| Typing    | Filing |
| Shorthand |        |

- C. Fitness reports are the basic tools used by the evaluation panels. The individual Career Panels are responsible during the course of the evaluating process, for taking into consideration the characteristics listed below, as appropriate, in relation to the grade of the employee:

- Acceptance of responsibility
- Effectiveness of oral and written expression
- Ability to think clearly
- Supervisory effectiveness
- Contribution to EEO
- Initiative
- Productivity
- Quality of work
- Resourcefulness
- Demeanor

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Cost consciousness  
Versatility  
Creativity  
Decisiveness  
Maturity  
Mobility

Although the Fitness Report is the basic tool, all panel members are provided with the following information pertaining to each careerist:

Grade of Current Position  
Date of Grade  
Year of Birth  
Formal Education (above high school)  
Internal and External Training Courses  
Overseas Service

- D. The two most recent fitness reports are the primary tools used by the respective panels to evaluate performance. However, if the current reports are not considered to be representative, prior fitness reports are also available for use by the respective panels during the evaluation process.

#### IV. PRODUCT

The Director of Finance has charged the individual career panels with the responsibility for:

Assessing Growth Potential  
Recommending Training  
Recommending Assignments  
Recommending Promotions  
Preparing Comparative Evaluation Listings by  
ranking careerists in the following categories:

##### Highest Potential (HP)

Employees whose experience, qualifications and excellent performance in assignments and training indicate that they have the highest potential for advancement. Career actions should utilize and further develop this potential.

##### May Develop High Potential (MD)

Employees whose qualifications and performance clearly are above average and who give indication that they later may demonstrate high potential for greater responsibility. Career actions (assignment, training, experience on the job) should enhance their skills and develop this potential.

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Valuable Contribution (VC)

Employees whose performance is good and who generally are realizing their potential. This category will include some employees who may be capable of performing at a higher level of responsibility and some who may not. Among those who may not are employees who are making a vital contribution to the function of their office (above average or satisfactory performance) and would continue to do so either in their present or a rotational assignment. Career management for employees in this grouping should provide sufficient opportunities for work satisfaction, improvement of skills, and personal growth at current levels of responsibility so that those who may have future potential have an opportunity to demonstrate it.

Limited Potential (LP)

Employees whose overall performance is adequate but who have some characteristic affecting knowledge or performance such that their potential is judged to be limited. Their career planning and counseling should consider whether there are measures which reasonably can be taken to assist them in overcoming such deficiencies, whether their talents can be utilized better in some other function or office, or whether they should be encouraged to seek career opportunities elsewhere.

Substandard (SS)

Employees whose performance and potential are substandard in comparison with others of the same grade and occupational category. Requisite administrative actions may include, dependent on the procedures of the Career Service, notification, counseling, training and/or reassignment. Employees in this grouping are subject to downgrading or separation under the procedures specified by Agency regulations and the Career Service. In a surplus situation, employees so evaluated would have low priority for retention.

Special Listing for "Potential Surplus--Function/Skills"

Agency regulations and recent court decisions obligate us to differentiate between those employees who may be considered for separation on the grounds of substandard performance and those who are surplus because the Agency no longer requires their particular skills or functions.

After the Boards have completed the rankings of employees according to present value to the Career Service, the listings are reviewed to asterisk the names of those employees who come under the following categories for appropriate management action:

1. Are potentially surplus on the basis that their skills are no longer required by the organization, or

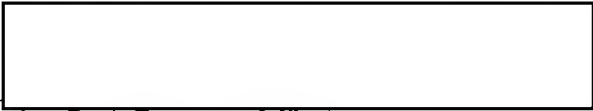
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2. Are associated with functions to be reduced or eliminated,  
or
3. Cannot be flexible with respect to assignment (where such flexibility is required).

Employees who have reasonable prospect for reassignment or advancement without retraining are not identified in this category. Employees may become potentially surplus because the Agency's needs for skills change over time; when this happens, it poses a career management problem for the employee and the Agency to work out. Should separation be the most appropriate outcome, it should be under the procedure for the separation of surplus personnel and should bear no stigma of poor performance unless that has also occurred.

The Career Board's responsibilities are outlined in OFN 20-12-74. The Career Board and Panels are interested in developing criteria most appropriate in evaluating Finance Careerists and will continue to make revisions that are considered valuable in the comparative evaluation process. Any comments or proposals that members of the MF Career Subgroup have concerning revisions or additions to the criteria should be referred to the Executive Officer/Office of Finance. Such information will be reviewed and considered by the Career Board prior to any further revisions to the criteria.

  
Thomas B. Yale  
Director of Finance

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